	Sem 1		Sem 2			Sem 3		Sem 4	
		Business				Taxation –I (Personal Tax	507	Human Resource	
	401	Economics	407	Operations Research	501	Planning)	507	Management	
								Taxation –II (Corporate Tax	
		Business					508	Planning and Goods and	
	402	Management	408	Financial Markets	502	Strategic Management		Services Tax)	
EA:		Marketing					509		
Advanced	403	Management	409	Business Environment	503	Financial Services	EA	International Accounting	
Accounting		Business					510		
and		Research		Financial Accounting and	504	Management Accounting –	EA		
Auditing	404	Methods	410 EA	Auditing– 1	EA	1	LA	Management Accounting – 2	
	405	Financial Management	411 EA	Cost Accounting – 1		Corporate Financial Reporting	511 EA	International Accounting - Essay Paper	
	406	Accounting for Managers	412 EA	Cost Accounting - 2	506 EA	Financial Accounting and Auditing– 2	512 EA	Management Accounting – 2 - Essay Paper	

REVISED SYLLABUS FOR M.COM. FROM ACADEMIC YEAR 2018-19 ONWARDS

Sem 1		Sem 1	Sem 2		Sem 3		Sem 4	
		Business				Taxation –I (Personal Tax		Human Resource
	401	Economics	407	Operations Research	501	Planning)	507	Management
								Taxation –II (Corporate Tax
		Business						Planning and Goods and
	402	Management	408	Financial Markets	502	Strategic Management	508	Services Tax)
		Marketing					509	
EB:	403	Management	409	Business Environment	503	Financial Services	EB	Service Marketing
Manageme		Business						
nt		Research			504		510	Entrepreneurship and
	404	Methods	410 EB	Operations Management	EB	Organization Behaviour	EB	Innovation Management
		Financial		Logistics and Supply Chain	505		511	Service Marketing - Essay
	405	Management	411 EB	Management	EB	Project Management	EB	Paper
								Entrepreneurship and
		Accounting for			506		512	Innovation Management -
	406	Managers	412 EB	Investment Management	EB	Consumer Behaviour	EB	Essay Paper

		Sem 1		Sem 2		Sem 3		Sem 4
		Business				Taxation –I (Personal Tax		Human Resource
	401	Economics	407	Operations Research	501	Planning)	507	Management
								Taxation –II (Corporate Tax
EC:		Business						Planning and Goods and
Statistics	402	Management	408	Financial Markets	502	Strategic Management	508	Services Tax)
(Major		Marketing					509	
Specializati	403	Management	409	Business Environment	503	Financial Services	EC	Applied Econometrics
on) and		Business						
Finance		Research			504		510	Applied Multivaritate
(Minor	404	Methods	410 EC	Operations Management	EC	Risk Management	EC	Techniques
Specializati								
on)		Financial		Probability Theory and	505		511	Applied Econometrics -
	405	Management	411 EC	Probability Distributions	EC	Project Management	EC	Essay Paper
		Accounting for			506		512	Applied Multivaritate
	406	Managers	412 EC	Investment Management	EC	Statistical Inference	EC	Techniques - Essay Paper

	Sem 1		Sem 2		Sem 3		Sem 4	
		Business				Taxation –I (Personal Tax		Human Resource
	401	Economics	407	Operations Research	501	Planning)	507	Management
ED:								Taxation –II (Corporate Tax
Internation al Business	402	Business Management	408	Financial Markets	502	Strategic Management	508	Planning and Goods and Services Tax)
(Major	403	Marketing Management	409	Business Environment	503	Financial Services	509 ED	Service Marketing
Specializati on) and Banking		Business Research Methods	410 ED	Domestic Banking	504 ED	International Business Procedures	510 ED	Entrepreneurship and Innovation Management
(Minor Specializati on)		Financial Management		5	505 ED	Project Management		Service Marketing - Essay Paper
		Accounting for		International Economy and			512	Entrepreneurship and Innovation Management -
	406	Managers	412 ED	Policy	ED	International Banking	ED	Essay Paper

REVISED SYLLABUS FOR M.COM. FROM ACADEMIC YEAR 2018-19 ONWARDS

401: Business Economics

Unit 1: Nature and Scope of Business Economics

Introduction; Basic Problems of an Economy and Role of Price Mechanism; measuring the value of Economic Activity: GDP and its components, Income – Expenditure and the Circular Flow, Stocks and Flows

Unit 2: National Income, Money and Inflation

National Income: Where it comes from and where it goes; Money: Functions and types and Measures of Money; Quantity theory of Money; Inflation, Interest rates and Money Growth.

Unit 3: Demand and Production Analysis

Demand and Law of Demand; Consumer's Behaviour: Cardinal Utility Theory; Indifference Curve Analysis of Demand; Revealed Preference Theory of Demand; Consumer Surplus; Elasticity of Demand; Demand Forecasting ; Production Analysis: Factors of Production; Theory of Production: Returns to a Variable Factor; Production Function with two Variable Inputs; Optimum Factor Combination; Cost Analysis: Break-Even Analysis; Supply and its Elasticity

Unit 4: Market Structures and Pricing of Products

Market Structures and Concepts of Revenue; Objectives of Business Firms and their Equilibrium: A General Analysis; Equilibrium of the Firm and Industry under Perfect Competition; Pricing in a Perfectly Competitive Market; Consumer Surplus, Producer Surplus and Economic Efficiency of Perfect Competition; Price and Output under Monopoly; Price Discrimination; Monopolistic Competition; Price and Output under Duopoly and Oligopoly; Pricing Practices: Full-Cost (Mark-Up) Pricing, Multi-Product Pricing and Marginal Cost Pricing

References:

1. Managerial Economics, Geetika, Piyali Ghosh, Puraba Roy Choudhary; Mc Graw Hill Publications

2. Macro Economics, N. Gregory Mankiw, Worth Publishers

3. Managerial Economics, H. Craig Petersen W. Cris Lewis Sudhir K. Jain, Pearson Education

4. Business Economics, H.L. Ahuja; S. Chand Publications

402: Business Management

Unit 1: Introduction to Management

Managing and Managers; The Evolution of Management Theory; Organizational and Natural Environments; Social Responsibility and Ethics; Globalization and Management; Inventing and Reinventing Organizations; Culture and Multiculturalism ; Quality

Unit 2: Planning

Decision Making; Planning and Strategic Management; Strategy Implementation ; Organizational Design and Organizational Structure; Power and the Distribution of Authority; Human Resource Management; Managing Organizational Change and Innovation

Unit 3: Leading

Motivation; Leadership; Teams and Teamwork; Communication and Negotiation

Unit 4: Controlling

Effective Control; Operations Management; Information Systems

References:

1. Management; James A. F. Stoner, R. Edward Freeman, Daniel R. Gilbert, Pearson Education

2. Principles of Management, P C Tripathi and P N Reddy, McGrw Hill Education

403: Marketing Management

Unit:1 Understanding Marketing Management:

Defining Marketing for the new realities: Value of Marketing, Scope of Marketing, Core Marketing concepts, new marketing realities, Company Orientation towards the market place. Marketing Management Tasks; Developing Marketing Strategies and Plans: Marketing and Customer Value, Nature and Content of Marketing Plan, Creating long term loyalty relationships, Conducting Marketing Research.

Unit: 2 Analysing Consumers and Competition:

Consumer Behaviour, Factors influencing Consumer Behaviour, Buying Decision Process; Identifying and Analysing Competitors; Building strong brands: Market Segmentation and Positioning, Creating Brand Equity, Product life cycle concept and Marketing strategies.

Unit: 3 Creating and delivering value:

Setting product strategy: Product Characteristics and classification, product and brand relationships, Packaging, labelling warranties and guarantees.

Introducing new market offerings: New Product Options, Challenges in new product development and organization arrangements managing the new product development process, Consumer Adoption Process

Developing Pricing Strategies and Programmes, Designing and managing integrated marketing channels, managing retailing and wholesaling.

Unit: 4 Communicating Value, Managing Services and Deciding Global Market Offerings:

Designing and managing integrated marketing communications: Role of Marketing communications, communication process models, developing effective communications, selecting the marketing communication mix.

Managing mass, personal and digital communications: Developing and managing an advertisement programme, sales promotion, events and experiences, and public relations; online marketing, social media, mobile marketing and direct marketing.

Designing and managing services: Nature of Services; Marketing Strategies for service firms; Managing Product Support Services;

Tapping into global markets: deciding whether to go abroad, which markets to enter and how to enter, deciding on the marketing programme and country of origin effects,

References:

1. Philip Kotler, Kevin Lane, Keller, "Marketing Management", Pearson Education, 15th edition,

404: Business Research Methods

Unit 1: Introduction to Research:

Managerial Decision Making and Business Research, Nature and Scope of Business Research, Meaning and types of Research: Basic Research, Pure Research, Applied Research, Modern Scientific approach to Research, Research in Business, Research process, Structuring a Research proposal, Designing a research study: Exploratory, Descriptive and Causal Research Designs, Criteria of Good Research, Scope of a Research Study, Structuring a Research Proposal, Evaluations of Research study, Research Design: Sampling Design, Survey Design, Statistical design, Operational Design, Qualitative Vs. Quantitative Research, Research Report Writing Criteria for evaluation of a Research study.

Unit 2:Data Collection and Data Processing:

Data Vs. Information, Types of Data : Primary Vs. Secondary Data, Time series Vs. Cross sectional Data, Panel Data, Sources of secondary data, Methods of Primary data collection, Projective techniques, Data Processing: Editing Coding, Identifying missing observations and outliers, Classification and Tabulation of data, Data Entry, Data Processing through Computer Softwares, Data Processing Cycle, Data Mining Process, Basics of Computers, Concepts of a frequency distributions for a discrete and continuous random variable, Data representation : Bar Charts , Pie Charts , Histogram and Ogives, Observation studies, Survey Method, Population Vs. Sample Study, Features of a Good sample, Determination of sample size, Sampling and Nonsampling errors, Lipstein's Nine Rules for minimizing non-sampling errors, , Precision, Sampling Frame, Sampling Fraction, Probability sampling methods : SRSWR, SRSWOR, Systematic sampling, Proportionate and disproportionate stratified sampling, Cluster sampling, Area Sampling, Two stage sampling, Multistage sampling, PPS Sampling, Sequential Sampling, Non-probability sampling methods: Conveyance Sampling, Purposive sampling, Statistical judgment, Quota Sampling, Snowball sampling (Only description of the methods and their applications to practical situations).

Unit3: Techniques of Data Analysis:

Overview of probability theory, Concept of a Frequency distribution and a probability distribution, Characterizing a frequency distribution and a probability distribution : Concept of Raw and Central Moments, Basic concepts and applications of the measures of Central Tendency, Dispersion, Skewness and Kurtosis, Measures of Association : Bivariate correlation analysis , Rank Correlation, Probable Error of Correlation Coefficient, Simple Linear Regression, Multiple Regression model, Interpretation of Computer Output for Multiple Regression Analysis, Co-efficient of Determination and its interpretation Measures of Association for Nominal and Ordinal data.

Unit 4: Basics of Statistical Inference:

Meaning of Statistical Inference, Parameter and Statistic, Concepts of Point and Interval estimation, Confidence level, Confidence Interval, Level of significance, Statistical Testing of Hypothesis, Power of the test, Type-I and Type- II Errors, Null and Alternate Hypotheses, One Tailed and Two Tailed tests, Properties of Normal Distribution and their applications in hypothesis testing, Large and Small Sample Tests.

Note: Case studies on all of the above units indicating practical applications of the topics concerned must be included as a teaching pedagogy.

- Donald Cooper & Pamela Schindler: "Business Research Methods" Tata McGraw Hill (9th Edition)
- 2. Deepak Chawla & Neena Sondhi: "Research Methodology: Concepts and Cases" Vikas Publication
- 3. Sharon Lohr: "Sampling: Design and Analysis" Duxbury Press
- 4. Cochran W.G.: "Sampling Techniques" Wiley Eastern
- 5. Pulak Chakravarty: "Quantitative Techniques for Management and Economics" Himalaya Publishing House
- 6. Levin & Rubin: "Statistics for Management" Pearson Education
- 7. Srivastav, Shenoy and Sharma: "Quantitative Techniques for Managerial Decisions" Wiley Eastern
- 8. Sachadeva J.K.: "Business Research Methodology" Himalaya Publication
- 9. C. R. Kothari: "Research Methodology"
- 10. Harvey Deitel & Barbara Deitel: "Computers and Data Processing" Elesevier Publication
- 11. Harvey Deitel & Barbara Deitel: "A Study Guide to Accompany Computers and Data Processing" Elesevier Publication
- 12. Shelly & Cashman: " Introduction to Computers and Data Processing" Anaheim Publishing Company

405: Financial Management

Unit-1: Financial Management Overview:

- (a) Evolution
- (b) Objectives/Goals
- (c) Functions and Scope
- (d) Emerging Role of the Financial Manager

Unit-2: Valuation Concepts in Financial Decisions:

- (a) Time Value of Money Compound Value, Future Values, Present Value.
- (b) Risk and Returns Theory, Evidence and Application.
- (c) Valuation of Securities

Unit-3: Investment Decisions:

Long Term Investment: Techniques of Capital Budgeting

Short Term Investment: Working Capital Management

Unit-4: Financing and Dividend Decisions:

- (a) Cost of Capital, Analysis Of Leverages, Capital Structure Theories
- (b) Classification of Dividend Policies, Dividend Theories
- (c) Long Term Sources of finance

References:

- 1. Prasanna Chandra; Financial Management: Theory and Practice; TataMcGraw Hill.
- 2. Pandey; I.M.; Financial Management; Vikas Publications
- 3. Van Horne and Wachowicz; Fundamentals of Financial Management;Practice Hall Publications
- 4. Brearley and Myers; Principles of Corporate Finance, Tata McGraw Hill.

5. Bhabatosh Banerjee;Fundamentamentals of Financial Management;PHILearning Pvt.Ltd.

- 6. Paresh Shah; Financial Management; Biztantra.
- 7. Ravi M.Kishore; Financial Management; Taxmann's Publication.

406 ACCOUNTING FOR MANAGERS

Unit: 1 Accounting - An Overview:

- a) Nature, Objectives, features, qualitative features and types of Corporate Financial Statements
- b) Uses and Users of Accounting Information
- c) Legal requirements -Form & Content (Schedule-III) (As per Companies Act, 2013)
- d) IFRS and IND AS

Unit: 2 Financial Statements Analysis:

- (a) Ratio Analysis: (Expected: (i) Interpretation of Ratios (ii) Comments on comparison of standard ratios with calculated ratios) (Preparation of final accounts from given ratios is not expected); Profitability, Liquidity, solvency and activity (efficiency) Ratios to be covered)
- (b) Cash Flow Statement Analysis (IND AS-7) : (Expected Preparation of cash flow statement Simple problems and interpretation of results of Operating activities, Investing activities and Finance activities)

Unit: 3 Emerging Issues in Accounting

(Expected: Meaning, features, Benefits, limitations, models (If any), and Practical problems/case to understand respective issue)

- a) Inflation Accounting
- b) Human Resource Accounting
- c) Creative and Forensic Accounting and financial frauds
- d) Environment Accounting
- e) Economic Value Added and Market Value Added

Unit: 4 Costs and Management Accounting

- a) Meaning, features, benefits and limitations of cost and management accounting
- b) Difference between Financial, Cost and Management Accounting
- c) Tools and Techniques of Cost and Management Accounting (In brief)

- 1. T.P.Ghosh, "Accounting and Finance for Managers", Taxmann's Publication.
- 2. J.Made Gowda, "Accounting for Managers", Himalaya Publishing House
- 3. T.P.Ghosh, "Accounting for Managers", Taxmann's Publication.
- 4. Ahish K Bhattarcharyya, "Financial Accounting for Business Managers", PHI

407: Operations Research

Unit:1 Introduction to Operations Research:

Definitions of O.R., Nature and Scope of O.R., Phases of O.R., Different types of Models in O.R., Types of Mathematical models, Advantages of Models, Applications of O.R. in the fields of Marketing, Finance, Planning, Research Development Techniques, Limitations of O.R., Linear Programming and its Applications: Definitions of Linear Programming, Linear Programming as an Optimization Technique, Structure of an L.P. problem, Formulations of L.P. problem, Graphical Method, Simplex method for Maximization problem, Big-M method for Minimization case, Degeneracy, Unbounded, Infeasible and Alternative Solution cases, Advantages and Limitations of Linear Programming, Applications of Linear Programming Problem.

Unit:2 Transportation Problem and Assignment Problem:

Transportation Model, Formulation of Transportation Problem as an L.P. model, Vogel's approximation Method, Modified Distribution Method, Optimality Tests, Degeneracy in T.P., Unbalanced T.P., Transportation Problem with Prohibited Routes, Trans-Shipment Problem, Assignment Problem: Formulation, Hungarian Method, Unbalanced Assignment Problem, Constrained Assignment Problem, Travelling Salesman Problem , Applications of Transportation and Assignment Problems.

Unit:3 Theory of Games and Sequencing Problems:

Study of Two Person Zero-sum Game Problems, Games with and without Saddle point, Principles of Dominance, Graphical method, Conversion of Game problem into an L.P. problem, Problem of Sequencing: Sequencing of n jobs on two and three machines, Applications of Game theory and Sequencing problems.

Unit:4 Network Analysis: (CPM & PERT):

Concept of Network, Network Diagram, Concepts connected with a Network, Labeling Method, Critical Path Method, Determination of Floats: Total Float, Free Float and Independent Float, Project Evaluation and Review Technique (PERT), Applications of CPM and PERT.

Note: Case studies on all of the above units indicating practical applications of the topics concerned must be included as a teaching pedagogy.

- 1. Sharma J.K.: "Introduction to Operations Research" Mc. Milan.
- 2. Taha H. A.: "Operations Research- An Introduction" Pearson Education
- 3. Hiller and Lieberman: "Operations Research" Tata Mc. Graw Hill
- 4. Vohra N.D.: 'Quantitative Techniques for Management' Tata Mc. Graw Hill
- 5. Sharma J. K. : "Operations Research: Problems & Solutions" McMillan Kapoor V.K.: "Problems and Solutions in Operations Research" S. Chand

408: Financial Markets

Unit1: Financial Markets: An Introduction Meaning, Nature and Role of Financial System; Financial Markets as a component of Financial System; Financial System and Economic Growth; Financial System Designs: Bank - based and Market-based.

Unit2: Money Market: Meaning, Characteristics and Functions of Money Market; Role of the Reserve Bank in the Money Market; Intermediaries in the Money Market; Development of Money Market in India;

Money Market Instruments: Treasury Bills, Commercial Paper; Certificate of Deposit; Commercial Bills; Collateralized Borrowing and Lending Obligation; Call Money Market and Term Money Market.

Unit3: Capital Market: Meaning, Functions and Types of Capital Market; Reforms in the Capital market; Intermediaries; Issue Mechanisms;

Types of Primary Issues: Public, Rights and Private Placement;

Resource Mobilization from International Capital Markets: ADRs, GDRs and ECBs; Primary Market Scenario in India;

Debt Market: Private Corporate; Role of SEBI in the Capital Market.

Unit4: Secondary Capital Market: Functions of the Secondary Market; Post Reforms Stock Market Scenario; Organization, Management and Membership of Stock Exchanges; Listing of Securities; Trading Arrangements; Stock Market Index; Stock Exchanges in India,

Derivatives Market in India: A conceptual idea of Futures and Options

References:

1. Pathak, Bharati V., "Indian Financial System", Pearson Education, 4th Edition.

- 2. M.Y.Khan, "Indian Financial System", Mc Graw Hill, 6th Edition.
- 3. Machiraju, H.R., "Indian Financial System", Economic Times

409: Business Environment

Unit-1: Types of Environment, Competitive structure of Industries, Competitor and Environmental Analysis, Classification of Business and Industries, Characteristics and Goals of Business, Techniques for environmental analysis, Steps in / Approaches to Environmental Analysis, Types and techniques for environmental forecasting, Benefits/ Importance and limitations of environmental analysis and forecasting.

Unit-2: Economic Environment: Nature of the economy, Structure of the economy, Economic policies and conditions. Political and Government Environment: Functions of state, Economic rules of government, Government and Legal environment, Constitutional Environment. Natural And Technological Environment: Nature, Innovation, Technological Leadership and Followership, Technology and Competitive Advantage, Sources of technological dynamics, Impact of Technology on Globalization, IT and Marketing, Transfer of Technology. Demographic Environment: Population size, Falling birth rate and changing age structure, Migration and ethnic aspects. Societal Environment: Business and Society, Objectives and Importance of Business, Business and Culture, Religion, Language, Culture and Organizational Behaviour, Technological Development and social Change. Social Responsibility of Business: Classical and Contemporary views, Factors affecting social orientation, arguments for and against social involvement, Social Audit, Companies act 2013 and CSR. Consumer Rights, Consumerism and Consumer Protection

Unit-3: Indian Company Law: Brief History, Companies act 2013, Objectives of the companies act, Classification of companies, Incorporation of company, Management and Administration, Revival and Rehabilitation of sick companies, Winding of companies

Industrial Relations: Industrial Disputes: Causes and Preventive steps, Tripartite machinery, Settlement of disputes. Workers Participation in Management: Meaning, Objectives, Problems and Limitations, Forms of Participation. Quality Circles: Origin and development, Meaning, Nature, structure, objectives, process of Quality Circles, Conditions for success of Quality Circles, Reasons for failure of Quality circles.

Unit-4:

International Business Environment:

(a)Nature, importance and scope, framework for analysing international business environment – geographical, economic, socio-cultural, political and legal environment. (b) Modes of international business – trade, contract, foreign investment, collaborations, joint ventures, and others. (c) Trade policies – free trade, protection and economic cooperation (d) New international economic order.

Economic environment of International business:(a) World economic unions- EU, NAFTA, ASEAN, SAARC, SAPTA (b) Trade regulating bodies - WTO, UNCTAD, ILO, BIS (c) Technology transfers

- 1. Francis Cherunilam; Business Environment Text and Cases; Revised Edition; Himalaya Publishing House.
- 2. A.C. Fernando; Business Environment; Pearson Publication.
- 3. The business environment; Ian Worthington, Chris Britton; Financial Times Prentice Hall.

410 EA: Financial Accounting and Auditing- 1

UNIT - I: INDIAN ACCOUNTING STANDARDS:

Ind AS 2 Inventory Valuation;

Ind AS 18 Revenue Recognition;

Ind AS 20 Accounting for Government Grants and Disclosure of Government Assistance; Ind AS 23 Borrowing Costs;

UNIT - II: PREPARATION AND AUDIT OF FINANCIAL STATEMENTS:

(a) Some important issues: Inventory, Depreciation, Tax Provision and Managerial Remuneration (including problems).

(b) Advanced level problems on preparation of Final Accounts of a public limited company as per revised Schedule VI only.

(c) Audit of Financial Statements

UNIT – III: ACCOUNTS OF PACKAGES AND CONTAINERS

UNIT - IV: ACCOUNTING FOR SPECIAL TRANSACTIONS:

(A) Hire Purchase Trading Account;

(B) Lease Accounting. (Ind AS 17)

Note:

1. Practical problem carrying not less than 80% marks shall be asked. This percentage is inclusive of 20% weightage to be given to multiple choice questions. Each unit must be give equal weightage for MCQs.

2. Question from any main unit shall not be set in option of questions from any other main unit or sub unit.

References:

1. T.P. Ghosh, "Accounting standards and corporate accounting practices"; Taxman Allied service pvt.ltd.

2. Anil Chaudhary, "Fundamentals of Accounting and Financial Analysis"; Pearson Education.

3. Ambrish Gupta "Financial Accounting for Management – An analysis perspective, Pearson Education.

4. P Premchand Balu and M. Madan Mohan, "Financial Accounting and Analysis"; Himalaya Publishing Stores.

5. J.R. Mongs: "Fundamentals of corporate accounting"; Mayar Noida, Delhi. 6. Shashik Gupta, R. K. Sharma, "Management Accounting – Principles and Practice"; Kalyani Publication, Noida

410 EB/ EC: Operations Management

UNIT I-Operations Management: Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Nature and Scope of Operations Management, Introduction to the Problems of Facility Locations, Layout Planning, Assembly Line Balancing, Production Planning and Control, Production Management: types of production- production planning and control-Integrated Production Management, System Productivity, Capital Productivity, Labour Productivity, Personnel Productivity

UNIT II- Operations Strategy: Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies

UNIT III- Demand Forecasting for Operations: Introduction, The Strategic Importance of Forecasting, Benefits, Cost implications and Decision making using forecasting, Classification of Forecasting Process, Methods of Forecasting, Forecasting and Product Life Cycle, Selection of the Forecasting Method, Qualitative Methods of Forecasting, Quantitative Methods: Methods of Moving Averages, Exponential Smoothing, Associative Models of Forecasting: Simple Linear Regression, Accuracy of Forecasting, Overview of Inventory Control, Functional Role of Inventory, Inventory Cost Components, Inventory Model Building Process, Queue Disciplines, Service Mechanism

UNIT IV-Total Quality Management: Introduction, Meaning and Dimensions of Quality, Quality Based Strategy, Total Quality Management (TQM), Quality Control Techniques: Concepts of Quality control Charts, Six Sigma and Lean Manufacturing, Value Engineering: Introduction, Value Engineering/Value Analysis, Relevance of VE in Modern Manufacturing, Process of Value Analysis, VE – Approaches and Aim, Providing Value to the Customers, Benefits -Just-In-Time : Introduction, Characteristics of JIT, Key Processes to Eliminate Waste, Implementation of JIT, Pre-requisites for implementation, JIT Inventory and Supply Chains

REFERENCES

- Production and operations management, S P Singh, vikas, 2014
- Production and operations management 3rd ed.Kanishkabedi,oxford university-2013
- Operations management 12th ed. Jay heizer, pearson, 2017
- Modern production / operations management 8th ed.Buffawiley India
 2007
- Production and operations management, 6e Muhlemann, Pearson, 2007
- Operations Management: Contemporary Concepts and Cases ; Roger Schroeder, Susan Goldstein and M. Johnny Rungtusanatham, 5th ed., 2011
- Operations Research ; J. K. Sharma, 5th Ed., MacMillan Publication

410 ED: Domestic Banking

Unit 1Introduction to banks, banking and Central Banking

- (a) Concepts of bank as a joint stock company, banking services and banking system, banking theories, asset-liability management by banks.
- (b) Unit and branch banking, universal banking, Credit creation by banking system. Bank customer relationship, operations of various types of bank accounts, Development Banking
- (c) Liquidity, solvency and profitability and efficiency of banks ratio analysis
- (d) Functions of Central bank, Monetary policy and central bank, credit control

Unit 2 Banking regulations in India

- (a) Banking regulation act 1949 with latest amendments
- (b) Bank failures and bank nationalization, privatization of banks in India
- (c) Recommendations of Banking Commission, Janakiraman Committee, Goiporia Committee, Shetty committee, Narsimham Committee I and II
- (d) Deposit Insurance, Capital adequacy norms, SARFAE Ordinance 2002, Banking Ombudsman Scheme, Local Area Banks, CIBIL

Unit 3 Commercial and Cooperative Banking

- (a) Structure and functions of commercial banks
- (b) Commercial banks lending to industrial sector, micro, small and medium enterprises, problems of commercial banks in India
 - (c) Structure and functions of cooperative banks, rural and urban cooperative banks in India
 - (d) Problems of cooperative banks in India

Unit 4 Recent developments in banking sector

- (a) Investment and merchant banking
- (b) Customer services
- (c) Know your customer and other precautionary measures
- (d) Information systems in banks

- 1. K C Shekhar and Lekshmy Shekhar, "Banking Theory and Practice"; Vikas Publishing House Pvt. Ltd.
- 2. Know Your Banking I Basics of Banking by Indian Institute of Banking & Finance.
- 3. K.P.M. Sundharam, "Money, Banking, Trade and Finance", Sultan Chand & Sons.
- 4. H R Machiraju, "Modern Commercial Banking"; Vikas Publishing House.
- 5. Principles of Banking by , Indian Institute of Banking & Finance.
- 6. Dr. K.M. Bhattacharya and O.P. Agarwal; "Basics of Banking and Finance"; Himalaya Publishing House.
- 7. K.C. Nanda; "Credit and Banking"; Response Books Pvt. Ltd.
- 8. Frank J. Fabozzi; "Asset/ Liability Management"; S.Chand & Company Ltd.
- 9. Know Your Banking III Anti Money Laundering & Know Your Customer by Indian Institute of Banking & Finance.

411 EA: Cost Accounting – 1

Unit – I: Cost Book-keeping:

Introduction; A fully integrated system; An integrated system with separate financial and cost ledgers; A non-integrated system; Flowchart; Reconciliation of cost and financial accounts.

Unit- II: Cost Control and Cost Reduction:

The difference between cost control and cost reduction; The mechanism for controlling and reducing costs and some of the recent developments in this regard:

(a) Inventory Control: (1) ABC Analysis; (2) VED Analysis; (3) FNSD Analysis; (4) EOQ – Basic Model.

(b) Labour Cost Control: Labour Productivity/ Efficiency.

(c) Overhead Cost Control: Treatment of 'Under and Over absorption' of overheads.

(d) Learning Curve.

Unit – III: Activity Based costing:

(a) Definition and need for Activity Based Costing – Concept of Activity Based Costing (ABC).

(b) Characteristics, development and implementation of ABC.

(c) Cost drivers and cost tools; Main activities and its cost drivers.

(d) Allocation of overheads under Activity Based Costing.

(e) Application of Activity Based Costing (when to use).

Unit – IV: Product Pricing

Introduction, Economic theory of pricing; Pricing decision process; Role of costs in pricing; Pricing methods: (i) Cost based or cost plus pricing; (ii) Marginal cost pricing; (iii) Pricing for target rate of return; (iv) Added value method of pricing; (v) Going rate pricing; (vi) Standard cost pricing; (vii) Opportunity cost pricing; (viii) Administered pricing(ix) Customary pricing; (x) Export pricing. Strategies in product pricing; Pricing strategies for new product; Pricing of established products; Price discrimination; Target pricing and product line pricing; Discounts and discounting and pricing in inflation.

Note: 1. Practical problem carrying not less than 80% marks shall be asked. This percentage is inclusive of 20% weightage to be given to multiple choice questions. Each unit must be give equal weightage for MCQs.

2. Question from any main unit shall not be set in option of questions from any other main unit or sub unit.

References:

1. Jawahar Lal; "Advanced Management Accounting"; S.Chand & Company Ltd.

2. T.P.Ghosh; "Accounting and Finance for Managers"; Taxmann Allied Services (P.) Ltd..

3. J.Made Gowda; "Accounting for Managers", Himalaya Publishing House.

4. Dr. Jawahar Lal; "Accounting Theory and Practice"; Himalaya Publishing House.

5. Ravi M. Kishore; "Cost & Management Accounting"; Taxmann Allied Services (P.) Ltd..

6. Paresh Shah; "Management Accounting"; Oxford University Press.

7. Jawahar Lal & Seema Srivastava; "Cost Accounting"; Tata McGraw-Hill Publishing Company Ltd.

411 EB/ ED: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

UNIT I: Introduction to Logistics and Supply Chain Management - Supply Chain Drivers and Obstacles -Logistical Activities -Supply Chain definition – Objectives – Types – Various definitions – Drivers –Need for SCM – SCM as a profession – SCM decisions and skills – Strategy formulation in SCM – Value in Supply Chain – Trade-offs – CRM Strategy relationship matrix Strategic Sourcing – Source evaluation – collaborative perspective

UNIT II: Buyer Supplier Relationship – Partner Selection – develop of Partnership – importance of inventory – imbalances – uncertainties – inventory costs – inventory turnover ratio -Transportation Selection – Trade-off – modes of transportation – models for transportation and distribution – factors affecting network effectiveness – 3 P advantages – Indian transport infrastructure – IT solutions – EDI, e-Commerce, eProcurement– Bar Coding and RFID technology

UNIT III: Critical business processes and information systems – DBMS – benefits of ERP –information system and bull whip effect – SCM software packages – modelling concepts – Vendor analysis model – Coordinated SCM – Simulation modelling- Reverse Vs forward supply chain – types of reverse flows – collaborative SCM's and CPFR –agile systems – sources of variability – characteristics – supplier interface – internal processes

UNIT IV: Supply Chain Management and profitability – quality management – mass customization and globalization – ethical Supply Chains – e-business and SCM – Balanced Score Card – Benchmarking, Performance measurement

REFERENCE

- Mohanty R.P, S.G Deshmuki "Supply Chain Management" Biztantra, New Delhi
- ♦ LOGISTICS MANAGEMENT 2ND ED.S K BHATTACHARYA,S CHAND 2008
- Business Logistics/Supply Chain Management (With Cd) 5Th Edition Ballou,R.H., Srivastava,S.K., Pearson India,2011
- Supply Chain Management : Text And Cases, Sople, V.V, Pearson India, 2012
- Supply Chain Management: A Global Perspective Nada R. Sanders Wiley India 2012
- Supply Chain Management: Text And Cases, 2Nd EdnJanatShah, Pearson India 2016
- Supply Chain Management: Process System And Practice, 1St Edn N. Chandrasekaran Oxford University Press 2010
- Supply Chain Management: Strategy Planning And Operations, 6Th Edn Sunil Chopra, Peter Meindl, D.V. Kalra Pearson India 2016

411 EC: Probability Theory and Probability Distributions

Unit 1: Overview of Probability Theory:

Probability and its use in management science, Definitions of Probability, Probability and Inference, A Probabilistic model for an experiment, Law of Probability, Calculating probability of an event: Sample Point method, Event – Composition method, Bayesian Approach and Selective Probabilities, Bayes Theorem and its applications.

Unit 2: Random Variables & Functions of Random Variables:

Basic definition of a random variable, Probability distribution of a Discrete random Variable, Probability distribution of a continuous random variable, Expected Value of a Random Variable, Rules of Mathematical Expectation, Generating Functions: Moments and Moment Generating Function, Characteristic Function, Cumulant Generating Function, Probability Generating Function, Bivariate Probability Distributions, Marginal and Conditional Probability Distributions, Independent Random Variables.

Unit 3: Discrete Probability Distributions:

Discrete Probability Distributions: Uniform, Bernoulli, Binomial, Poisson, Geometric, Negative Binomial, Hyper Geometric, Multinomial Distributions. (All distributions with Derivations of their Mean and Variance (only), M.G.F and their applications)

Unit 4: Continuous Probability Distributions:

Uniform, Normal, Gamma, Beta-I, Beta-II, Exponential, Cauchy, Weibull, Distributions

Sampling Distributions: t, F, χ^2 Distributions along with their moments, properties and applications, Central Limit Theorem and its importance.(All distributions with Derivations of their Mean and Variance (only), M.G.F and their applications)

- 1. Wackerly, Mendenhall & Scheaffer: "Mathematical Statistics with Applications" Duxbury Advanced Series
- 2. Rohatgi: "Introduction to Probability Theory and Mathematical Statistics" Wiley Eastern
- 3. Hogg and Craig: "Introduction to Mathematical Statistics" Collie Mc. Millan
- 4. Feller W: Introduction to Probability Theory and Applications" Wiley Eastern
- 5. Meyer P.L.: "Introductory Probability and Statistical Applications" Addison Wisley
- 6. Kapoor and Gupta: "Fundamentals of Mathematical Statistics" S. Chand
- 7. Harold Larsen: "Introduction to Probability Theory and Statistical Inference" Wiley Eastern

412 EA: Cost Accounting - 2

Unit – I: Short-term decision-making techniques:

(A) Marginal and absorption costing:

(a) Meaning, importance and application of the concept of contribution.

(b) Effect of absorption and marginal costing on inventory valuation and profit determination.

(c) Calculation of profit or loss under absorption and marginal costing.

(d) Reconciliation of the profits or losses calculated under absorption and marginal costing.

(e) Advantages and disadvantages of absorption and marginal costing.

(B) Cost-volume profit (CVP) analysis:

(i) Calculation and interpretation of a break-even point and margin of safety;

(ii) Understanding of, and use, the concepts of a target profit or revenue and a contribution to sales ratio; 5

(iii) Identifying the elements in traditional and contribution break-even charts and profit/volume charts;

(iv) Applying CVP analysis to single-product situations.

Unit – II: Limiting factors and optimal solution.

(a) Identifying a single limiting factor;

(b) Determining the optimal production plan where an organization is restricted by a single limiting factor;

(c) Formulation of a linear programming problem involving two variables;

(d) Determining the optimal solution to a linear programming problem using a graphical approach;

(e) Use of simultaneous equations, where appropriate, in the solution of a linear programming problem.

Unit – III: Differential, Opportunity and Relevant Costing:

(A) Differential Costing: Definition and meaning; Advantages of differential cost analysis; Distinction between marginal and differential costing; Cost Indifference point Analysis.

(B) Opportunity and Relevant Costing: Meaning and examples of opportunity cost; Application of the concept of opportunity cost; Concept of Relevant Costing; Calculation of the relevant costs for materials, labour and overheads; Calculation of the relevant costs associated with noncurrent assets; Use of relevant cost to take decisions related to pricing, outsourcing and make or buy, product mix when capacity constraints exist, replacement of equipment, operate or shutdown, add or drop, sell or process further etc.; The theory of 'constraints' and throughput cost accounting.

Unit – IV: New Concepts:

1. Just in Time (JIT): Introduction and philosophy of JIT; Sources of Waste, Aims and Objectives of JIT; Characteristics; Methodology of Implementation in JIT; Benefits in

application; Obstacles to successful implementation; Impact of JIT on management, Accounting System, Material Requirement Planning (MRP – 1), Manufacturing Resource Plan (MRP – 2).

2. Life Cycle Costing: Identifying the costs involved at different stages of the life-cycle; Implications of life cycle costing on pricing, performance management and decision making

3. Target costing: Deriving a target cost in manufacturing and service industries; Difficulties of using target costing in service industries; Implications of using target costing on pricing, cost control and performance management; Suggestions to close a target cost gap.

Note:

1. Practical problem carrying not less than 60% marks shall be asked. This percentage is inclusive of 20% weightage to be given to multiple choice questions. Each unit must be give equal weightage for MCQs.

2. Question from any main unit shall not be set in option of questions from any other main unit or sub unit.

References:

1. Jawahar Lal; "Advanced Management Accounting"; S.Chand & Company Ltd.

2. T.P.Ghosh; "Accounting and Finance for Managers"; Taxmann Allied Services (P.) Ltd..

3. J.Made Gowda; "Accounting for Managers", Himalaya Publishing House.

4. Dr. Jawahar Lal; "Accounting Theory and Practice"; Himalaya Publishing House.

5. Ravi M. Kishore; "Cost & Management Accounting"; Taxmann Allied Services (P.) Ltd..

6. Paresh Shah; "Management Accounting"; Oxford University Press.

7. Jawahar Lal & Seema Srivastava; "Cost Accounting"; Tata McGraw-Hill Publishing Company Ltd.

412 EB/ EC: Investment Management

Unit:1 Introduction:

Introduction to Investment, Investment vs. Speculation, Investment vs. Gambling, Investment Objectives, Investment Attributes, Investment Process, Modes of Investments: Direct Mode and Indirect Mode, Investor Objectives and Constraints, Security Analysis vs. Portfolio Management, Portfolio Management Process, Functions of Stock Exchanges, Role of SEBI as a Regulatory Body, Stock Market Indices

Unit: 2 Security Analysis:

Markets for Securities, Measuring Security Risk and Return: Deterministic and Probabilistic Scenario,, Components of Risk and Return, Equity Valuation: Fundamental Analysis: Economic, Industry and Company Analysis, Efficient Market Hypothesis: Strong Form, Semi Strong Form and Weak Form of EMH and their Empirical Tests. Technical Analysis: Charting Tools, Market Indicators, Dow Theory, Elliot Wave Theory, Random Walk Theory.

Unit: 3 Portfolio Management:

Measuring Risk and Return of a Portfolio, Portfolio Diversification, Constructing an Optimal Portfolio: Markowitz Model, Sharpe's Single Index Model, Estimating the Parameters of Sharpe's Single Index Model, Portfolio Performance Evaluation Measures, Overview of Securities Market Report.

Unit: 4 Asset Pricing Models:

Capital Market Theory: Efficient Frontier, CML, SML, Capital Asset Pricing Model, Arbitrage Pricing Theory, Comparison and Empirical Applications of these Models.

- 1. Avadhani, V. A.: "Securities Analysis and Portfolio Management" Himalaya Publishing House.
- 2. Pandian Punithavathy: "Securities Analysis and Portfolio Management" Vikas Publishing House.
- 3. Prasanna Chandra: "Investment Analysis and Portfolio Management" Tata Mc. Graw Hill.
- 4. Fischer D. E. & Jordan R. J.: "Securities Analysis and Portfolio Management" PHI.
- 5. Ranganatham & Madhumathi: "Investment Analysis and Portfolio Management" Pearson Education.
- 6. Cark F. J. : "Management of Investments" PHI.

412 ED: INTERNATIONAL ECONOMY AND POLICY

Unit-1 INTRODUCTION

- (a) Scope of international economics and reasons for separate study, Distinctive features of international trade, Brief history of international trade with special reference to India
- (b) Gains from trade, Trade and development
- (c) Ricardian theory and Heckscher-Ohlin theory, Specific factors and income distribution
- (d) Standard trade model, Economies of scale, imperfect competition and international trade, International factor movements.

Unit-2 OPEN ECONOMY MACRO-ECONOMICS AND EXCHANGE RATES

- (a) National income accounting and Balance of payments, exchange rates and foreign exchange markets asset approach
- (b) Money, interest rates, inflation rates and exchange rates
- (c) Output and exchange rates in the short run
- (d) Fixed exchange rates and foreign exchange interventions
- (e) IS-LM-FE model

Unit 3 INTERNATIONAL TRADE POLICY

- (a) Terms of trade
- (b) Instruments of trade policy
- (c) Political economy of trade policy and theory controversies
- (d) Economic cooperation, customs union theory
- (e) Trade policy in developing countries

Unit 4 INTERNATIONAL MACROECONOMIC POLICY

- (a) International monetary system 1870-1973
- (b) Macroeconomic policy and coordination under floating exchange rates
- (c) Optimum currency areas and the European experience
- (d) The global capital market: performance and policy problems
- (e) Developing countries: growth, crisis and reforms.

- 1. Paul R.Krugman and Maurice Obsfeld, "International Economics Theory and Policy"; Pearson Education.
- 2. Robert J. Carbaugh, "International Economics"; Thomson Learning.
- 3. Friedrich, "International Economics concepts and issues"; McGraw Hills.
- 4. Peter B. Kenen, "The International Economy"; Prentice–Hall International. Inc.
- 5. Bo Sodersten, "International Economics"; MacMillan Education.
- 6. W.Charles Sawyer and Richard L. Sprinkle, "International Economics"; Eastern Economy Edition.
- 7. Gerald M. Meier; "International Economics The Theory of Policy", Oxford.

501: Taxation -I (Personal Tax Planning)

Unit -1: Introduction

Concept and Significance – Tax Evasion and Tax Avoidance – Methods of Tax Planning, Assessment of Individuals: Concept and Objectives, Residential Status, Tax Planning for Special Deductions and Exemptions, Tax Planning for Investments.

Unit: 2

- (a) Tax Planning for Salary Income
- (b) Tax Planning for House Property Income

Unit:-3:

- (a) Tax Planning for Capital Gains.
- (b) Tax Planning for Profit and Gains from Business and Profession

Unit: 4

- (a) Tax planning for Income from other sources
- (b) Advance Payment of Tax and Interest:

Income Liable for Advance-Tax-Advance tax Liability-Interest Payable by Assesses or Government-Interest payable to assesses-Producer to be Followed to Calculate Interest – Waiver or Reduction of Interest under: Section 234 A, 234 B and 234 C – Power of Chief Commissioner to waiver Penal Interest – Power of CBDT and Settlement Commission to Waiver Interest.

(Note: At least 60% practical questions to be asked)

REFERENCES:

- 1. Dr Girish Ahuja and Dr RaviGupta Practical Approach to Direct and Indirect Taxes Wolters kluwer
- 2. Aprameya, Milinda, Arpita and Aparajita Direct Taxe Trady Reckoner with Tax Planning – Bharat Law House Pvt.Ltd.
- 3. Dr Vinod Singhania and Dr Monica Singhania Students' guide to Income Tax, Problems and Solutions Taxmann Publications.

502: Strategic Management:

Unit:1 Introduction to Strategic Management:

Evolution of strategic management and business policy; Understanding strategy; Strategic Decision Making; Elements in Strategic Management Process; Strategic Intent; Vision; Mission; Business Definition; Goals and Objectives.

Unit:2 Strategy Formulation:

Environmental Appraisal: Concept of Environment; Environmental Sectors; Environmental Scanning;

Appraising the Environment.

Organizational Appraisal: Dynamics of Internal Environment; Organization Capability Factors;

Considerations in Organizational Appraisal; Methods and techniques used for organizational appraisal, Structuring Organizational Appraisal.

Unit:3 Strategic Analysis and Choice:

Corporate Level Strategies: Concentration, Integration, Diversification, Stability, Retrenchment and Restructuring.

Business Level Strategies: Generic Business Strategies.

Process of Strategic Choice, Strategic Analysis: Subjective Factors in Strategic Choice, Contingency Strategies, Strategic Plan.

Unit:4 Strategy Implementation and control:

Nature and Barriers to Strategy Implementation, Model of Strategy Implementation; Structural Implementation: Structural Considerations, Types of Organizational Structures, Organizational Design and Change. Functional and Operational Implementation; Functional Strategies and Functional Plans and Policies. Strategic Control, Operational Control,

References:

1 Azhar Kazmi, "Strategic Management and Business Policy"; Mc-Graw-Hill Companies, Third Edition.

2. Thompson and Stickland; "Strategic Management"; Mc-Graw-Hall Companies.

3. Fred R. David; "Strategic Management; Concept and Cases;" Pearson Education.

4. Gerry Johnson and Kiran Scholes; "Exploring Corporate Strategy: Text and Cases"; PHI.

503: Financial Services

Unit:1 Financial Services:

Meaning and need for financial services; Financial Services as a component of financial system; Depositories and Custodians; Credit Rating; Factoring and Forfaiting; Venture Capital Funds

Unit:2 Investment Banking:

Investment Banks: Functions and Types of Investment Banks; Investment Banking Services; Merchant Banking Services.

Housing Finance: Role of Housing and Housing Finance in the Economy; Policy initiatives and measures to develop housing finance in India; Housing Finance Institutions in India; Types of Housing Loans; Marketing Strategies of housing finance institutions; Role of National Housing Bank; Reverse Mortgage Loan.

Unit:3 Banking and Non-Banking Services:

Banking: Importance and Functions of Banks; Development of Banking in India; Scheduled Commercial Banks; Mobilization, Lending and Investment of Funds by Banks; Reforms in the banking system; Micro Finance and Financial Inclusion; Non Performing Assets: Insolvency and Bankruptcy Code, 2016.

Insurance: Origin and development of insurance, types of insurance, General health and life.

Unit:4 Mutual Funds:

Meaning, Concepts of Mutual Funds; Growth of mutual fund Industry in India; Organization of a mutual fund; Types of mutual funds schemes; Role of Intermediaries and marketing of mutual funds; Methods of investing in a mutual fund scheme; Tax implications for mutual fund investors;

References:

1.Bharati V. Pathak, "Indian Financial System" 5th Edition, Pearson Education.

- 2. Indian Financial System: M.Y.Khan, Sixth Edition, Mc Graw Hill.
- 3. Financial Markets & Institutions: L.M.Bhole

504EA: Management Accounting – 1

Unit – I: (A) Overview:

Meaning and Definition of Management Accounting, Utility and limitations of Management Accounting, Techniques or Methods of Management Accounting, Limitations of Financial Accounting and Cost Accounting, Difference between Financial, Cost and Management accounting

(B) Opportunity cost approach to variances:

Ex-ante and ex-post standards; The opportunity cost of capacity variances and efficiency variances; Planning and operating variances; Unavoidable and possibly avoidable planning variances; Limitations of planning and operating variances.

Unit – II: Budgeting and Budgetary Control:

Budgeting concepts; Types of costs considered: Discretionary Costs; Engineered costs; Committed costs; Types of Budget: Appropriation Budget; Flexible Budget; Capital Budget and Master Budget; Forecast vs. Budget; Requirements of a sound Budgeting System; Limitations and problems in Budgeting; Purposes and benefits of a Master Budget; The assumptions of a Master Budget. Preparation of Sales or Revenue Budget, Plant Utilization Budget, Administrative Expenses Budget, Selling and Distribution Expenses Budget, Marketing Expenditure Budget, Research and Development Budget, Capital Expenditure Budget and Master Budget

Unit – III: Standard costing and variance analysis:

Computation and interpretation of cost and sales variances; Reconciliation of actual profit with the budgeted profit (Operating Statement); Cost accounting entries for variances; Pro- rating variances.

Unit - IV: Interpretation and investigation of variances:

Analyzing the significance of variances; Measuring results accurately; Interdependence between cost variances and sales variances; Efficiency standards; Inflation and price variances; Controllable and uncontrollable variances; When should variances be investigated; Cost-variance investigation models: a materiality significance model; a statistical significance model; a control chart model; a decision model with costs and benefits of investigation.

Notes:

(1) Practical problems carrying not less than 70% marks shall be asked. This percentage is inclusive of 20% weightage to be given to a multiple choice question divided into 5 sub-questions (at least one sub-question from each Unit shall be asked). The students are required to provide justification for selecting the correct option out of four options given for each MCQ.

(2) Questions from any Unit shall not be set in option of questions from any other Unit. **References:**

1. Ravi M. Kishore; "Cost and Management Accounting", Taxmann's Publications

2. Jawahar Lal; "Advanced Management Accounting", S.Chand Publications. 3. Paresh Shah; "Management Accounting", Oxford Publications.

504 EB: Organization Behaviour

Unit I: Introduction and the Context of Behavior in Organisations

Organisations and Organisational Behaviour; National Culture and its Impact On Organisational Behaviour; Changes in the Organisational Context and Challenges for Organisations

Unit 2: Understanding Individuals in Organisations

Perception and Attribution: Understanding How we Interpret and Judge; Shaping Attitudes, at Work; Understanding Motivation; Understanding Motivational Themes for Application; Understanding Personality, Values and More

Unit 3: Groups and Dynamics of Group Behavior

Thresholds of Interpersonal Behaviour; Understanding Groups and Teams; Exploring Communication as a Behavioural Process; Managing Conflict, Stress and Negotiation; Understanding Decision-Making as a Process; Understanding Power and Organisational Politics

Unit 4: Understanding How Organisations Shape Behaviour

Effectiveness of Organisational Design ; Creating Structure to Support Effective Behaviour; Exploring Organisational Roles; Understanding Organisational Culture; Understanding Leaders and the Basic Concepts in Leadership; Leading for Change and Organisational Effectiveness

References:

1. Organisational Behaviour, Margie Parikh and Rajen Gupta, McGraw Hill Education

2. ESSENTIALS OF ORGANIZATIONAL BEHAVIOR, Stephen P. Robbins Timothy A. Judge Seema Sanghi, Pearson Education

504 EC: Risk Management

Unit-1: The Risk Management Environment

The concept of risk, Risk Vs. Uncertainty, Classification of risks, Risk and the economic environment, The risk management process, Risk Management, Nature, Development, Scope, Definition, Objectives. Personal v/s Corporate Risk Management, Corporate Risk Objectives, Attitude and Philosophy. Risk Management Organization and Role of Risk Manager. Risk measurement tools and techniquesRisk Evaluation.

Unit- 2: Statistical Concepts:

Statistical concepts involved. Probability Theory and Probability distribution. Measures of Central tendency and Dispersion. Law of large Numbers, Statistical Inference. Graphical presentation of Data. Risk Evaluation. Assessing probability and severity factors. Application of Statistical concepts. Probable Maximum Loss; VAR. Risk Control: Loss Function, Loss Prevention, Loss Minimization

Unit-3: Interest Rate Risk and Liquidity Risk:

Overview of the markets for interest bearing instruments, Overview of Interest rate mathematics, Time value of money and discounted cash flow analysis, Yield curve mathematics, Interest rate risk management Instruments: short term and Long Term Instruments; Liquidity Risk, Sources of liquidity, Borrowing and investment principles, Identifying and analysing liquidity risk, Evaluating liquidity risk, Managing Liquidity Risk

Unit-4: Financial Market Risk: Financial Derivatives and Risk Hedging

Introduction to Derivatives, Forward Contracts: Purposes, advantages and problems with forward contracts; Futures Contract: Participants, specifications, margins and marking-to-market, Futures Vs. Forward contracts; Hedging strategies using Futures: Principles of Hedging, Long hedge, short hedge, The hedge ratio; Options Contracts: Terminologies of Options, Types of options, Payoff from options contracts; Swaps: Basics, types of swaps, rationale for swap arrangement.

- 1. Karen Horcher: Essentials of Financial Risk Management Wiley Publication
- 2. Comptoller's Hand Book: Risk Management of Financial Derivatives
- 3. Peter F. Christoffeersen: *Essentials of Financial Risk Management*Elesevier Publication

504 ED: International Business Procedures

Unit – 1

- A) Modes of International Business
- B) Legal, Cultural, Political Aspects of Internet procedures
- C) Negotiations and Concepts
- D) Ordering procedures
- E) Activities of Multi National Companies.

Unit – 2

- A) Inco terms
- B) Commercial documents
- C) Transport Documents
- D) Insurance Documents
- E) Other related Documents

Unit – 3 Trade Finance Procedures

- A) Types of letter of credit
- B) Settlement through LC
- C) Export Import Finance
- D) EGGC and EXIM bank

Unit – 4 Procedure for Equity dealings, Procedures for Bond Dealings

- 1. Foreign Exchange Practice, Concepts & Control, By C. Jeevnandam, Sultan Chand & Sons.
- 2. International Banking Operations, By MACMILLAN, Indian Institute of Banking & Finance.
- 3. International Business Concepts, Environment, and Strategy, By Vyuptakesh Sharan, Pearson Education.
- 4. International Business, By Roger Bennett, Pearson Education.
- 5. Foreign Exchange International Finance Risk Management, By AV RAJWADE, Academy of Business Study.
- 6. Global Financial Markets, By Ian H. Giddy, A.I.T.B.S. Publishers & Distributors (Regd.)
- 7. Recent Developments in International Banking and Finance, By Sarkis J. Khoury, Blackwell Publishers.

505 EA: Corporate Financial Reporting

UNIT 1:

FINANCIAL REPORTING: An Overview Accounting and Economic Development Concept Objectives Users Qualitative Characteristics

UNIT 2: RECENT TRENDS IN FINANCIAL REPORTING:

Introduction to Corporate Financial Reports, Meaning, Statutory requirements, Components of financial reports, Utility of corporate financial reports (a) Mandatory components analysis (b) Voluntary components analysis

UNIT:3 SPECIFIC INDIAN ACCOUNTING STANDARDS (Ind AS) FOR FINANCIAL REPORTING-I:

(i) Ind AS 1: Presentation of Financial Statements,

(ii) Ind AS 10:Events after the Reporting Period

(iii.) Ind AS 16: Property, Plant and Equipment,

UNIT: 4 SPECIFIC INDIAN ACCOUNTING STANDARDS (Ind AS) FOR FINANCIAL REPORTING-II:

(i) Ind AS 24: Related Party Disclosures

- (ii) Ind AS 33: Earnings per Share
- (iii) Ind AS 38: Intangible assets
- (iv) Ind AS 102: Share Based Payment

References:

1. T.P. Ghosh, "Accounting Standards and Corporate accounting practices" - Taxman Allied Service Pvt. Ltd

2. Anil Chaudhary; "Fundamentals of Accounting and Financial Analysis", Pearson Education

3. Ambrish Gupta; "Financial Accounting for Management – An Analysis Perspectives", Pearson Education

4. P. Premchand Balu and M. Madan Mohan, "Financial accounting and Analysis", Himalaya Publishing Stores

5. J.R. Mongs; "Fundamentals of Corporate accounting", Mayar Noida, Delhi

505 EB/ EC/ED: Project Management:

UNIT I- An Overview and Key Concepts of Project Management -Why Project management- scope of project management- Project Feasibility Studies - Project Identification-Project Management – Planning Process: Introduction, need, Project Management Principles, Essentials of Project Management Philosophy, Project Planning, Project Process Flows,-Project Implementation-Control and Closure: Introduction, Project Management Life Cycle, Project Monitoring and Control, Change Control, Risk Management, Project Closure

UNIT II - Market and Demand Analysis - Technical Analysis - Project Cost Estimate -Financial Appraisal of Single Projects - Financial Appraisal of Multiple Projects - Human Aspects in Project Management - Project Organisation - Project Leadership - Motivation in Project Management -

UNIT III - Communication in the Project Environment - Conflict in Project Management - Project Scheduling with PERT/CPM - Time-Cost Trade-Off and Crashing of Projects - Application of Project Management Software

UNIT IV - Contract Management - Project Cost Control (PERT/Cost) - Resource Scheduling and Resource Levelling -Risk Analysis in Project Management -Project Audit and Project Termination - Project Control

REFERENCES

- Project management 2nd ed., Bhaveshpatel, Vikas, 2010
- Project management, Pinto, Pearson, 2009
- Project management, 3eMaylor Pearson,2005
- Projects 8th ed.Prasanna Chandra, Mcgraw-hill, 2014
- Contemporary project management 2nd ed.,KloppenborgCengage, 2012

506 EA: Financial Accounting and Auditing- 2

Section 1: Financial Accounting

Unit – I: ACCOUNTING FOR MERGER AND AMALGAMATION:

a. Introduction, Meaning and Methods of calculation of Purchase Consideration.

- b. Accounting of Inter-company transactions.
- c. Accounting of 'Inter-company holdings or cross holding'.

d. Accounting entries in the books of Vendor Company and Purchasing Company.

e. Merger and Purchase: Ind AS 103.

UNIT – II: HOLDING COMPANY ACCOUNTS:

(a) Preparation of necessary statements (which are to be annexed with parent company's final accounts) as per Section 212 of the Companies Act, 1956.

(b) Consolidated Balance Sheet (as per Ind AS 27): Consolidation -Inter company transactions – Issue of bonus shares – Revaluation of Fixed Assets – Debenture and Preference shares of subsidiary company – Dividend - Holding company with two subsidiary companies only (direct interest or chain holding).

Section 2: Special Auditing

Unit – III: 1. Audit of computer based accounts:

Introduction; Types of EDP accounting systems; Auditing in IT environment; Internal control in EDP Accounting System; Special audit techniques; Auditor's involvement in computerization; Using computer in internal audit activities. 2. Government Audits: Introduction; Central Government finances; Comptroller and Auditor General of India; Organizational structure; Audit of Union Government Accounts; Reporting Procedure; Impact of Government Audit.

Unit – IV: 1. Cost Audit:

Definition and meaning; Objectives; Important legal provisions; Important provisions of Cost Audit Report Rules, 1996; Distinction of Cost Audit and Financial Audit; Cost Accounting Records. 2. Management Audit: Definition and meaning; Objectives; Scope; Limitations; Efficiency and Propriety Audit

Note:

(1) Section I and Section II has equal weightage.

(2) Question must be asked from each section

(3) From Section I practical problem must be asked and not less than 30 marks out of total 70 marks.

(4) Question from any main unit shall not be set in option of questions from any other main unit or sub unit.

References:

1. T.P. Ghosh, "Accounting standards and corporate accounting practices"; Taxman Allied service pvt.ltd.

2. Anil Chaudhary, "Fundamentals of Accounting and Financial Analysis"; Pearson Education.

3. Ambrish Gupta "Financial Accounting for Management – An analysis perspective, Pearson Education.

506 EB: Consumer Behaviour:

Unit 1: CONSUMERS, MARKETERS, AND TECHNOLOGY

Technology-Driven Consumer Behavior; Segmentation, Targeting, and Positioning; Marketing Ethics and Social Responsibility; Consumer Research

Unit 2: THE CONSUMER AS AN INDIVIDUAL

Consumer Motivation and Personality; Consumer Perception; Consumer Learning; Consumer Attitude Formation and Change

Unit 3: COMMUNICATION AND CONSUMER BEHAVIOR

Persuading Consumers; From Print and Broadcast Advertising to Social and Mobile Media; Reference Groups and Word-of-Mouth

Unit 4: CONSUMERS IN THEIR SOCIAL AND CULTURAL SETTINGS

The Family and Its Social Standing; Culture's Influence on Consumer Behavior; Subcultures and Consumer Behavior; Cross-Cultural Consumer Behavior: An International Perspective; Consumer Decision-Making and Diffusion of Innovations

References:

1. CONSUMER BEHAVIOR, 11/e Leon G. Schiffman, Joseph Wisenblit, S. Ramesh Kumar, Pearson Education

2. Consumer Behaviour, Ramneek Kapoor and Nnamdi O. Madichie

506 EC: Statistical Inference

Unit 1: Introduction:

Meaning of Statistical Inference, Statistical Estimation: An Estimator, Point Estimation and Interval Estimation, Properties of a Good Estimator, Methods of Point Estimation: MLE and its properties (without proof), MVUE and Rao-Blackwell Theorem, Cramer-Rao Lower Bound for Variance, Method of Moments, Examples on point estimation of Population mean and Population variance, **Interval Estimation:** Concept of Confidence Interval, Confidence limits, Interval Estimation of Population Mean, Population Variance, Population Proportions, Difference between two population means and two population proportions

Unit 2: Testing of Hypothesis-I: Parametric Tests

Concepts of Hypothesis testing, Best Critical Region, MP test, UMP test and UMPU test, Neyman Pearson test, Likelihood Ratio test with Illustrations, Introduction to Sequential Probability Ratio Test, Tests of Goodness of Fit for Binomial and Poisson Distributions.

Unit 3: Testing of Hypothesis-II: Distribution Free Tests:

Concept of Non Parametric Tests, Assumptions, Advantages and Disadvantages of Non Parametric tests; One-Sample Tests: Kolmogorov-Smirnov one sample test, Run test, one sample Sign test, Chi-Square Test; Two-Sample Tests: Sign test, Median test, Mann-Whitney U-test, Wilkoxon Matched-Pair Sign Rank Test; K-Sample Tests: Median test, Kruskal-Wallis test; Applications of all of the above Non Parametric Tests.

Unit 4: Design of Experiments:

Concept of Analysis of Variance: One way and Two way ANOVA and their applications, CRD, RBD, LSD and Factorial Experiments, 2^2 , 2^3 Factorial Designs, Analysis of one missing observation in CRD and RBD.

- 1. Hogg & Craig: "Introduction to Mathematical Statistics" Collie Mc. Millan
- 2. Casella & Berger: "Statistical Inference" Thomson Publications
- 3. Manoj Kumar Srivastav: "Statistical Inference Testing Of Hypothesis" PHI
- 4. Cox D. R.: "Principles of Statistical Inference" Cambridge Press University
- 5. Siegel S. & Castellan N.J.: "Nonparametric Statistics for Behavioral Sciences"
- 6. Harold Larsen: "Introduction to Probability Theory and Statistical Inference" Wiley Eastern
- 7. Rohatgi V.: "Statistical Inference" Wiley
- 8. Hogg & Tanis:"Probability And Statistical Inference" Pearson Education

506 ED: International Banking

Unit 1:

- A) Meaning, Scope and Importance of International Banking., Causes of Expansion of international banking – problem of international liquidity and emergence of euro markets., Major international banking centers of the world – London, New York, Tokyo, Singapore, Zurich, Frankfurt, Development of off – shore banking centers., Technological innovations and international banking.
- B) International Banking Services Types and procedures., Investment and merchant services at International Level.
- C) Commercial Banking Services at international level.
- D) International Factoring and forfeiting.

Unit – 2

- A) Risks in international banking operations. B) Risk management in banking operations. C) Measurements of Forex Risk and Exposure. D) Management of Forex Rate Risk, transactions exposure and translations exposure. E) Use of derivatives for risk management. F) Management of Country risk, systemic risk, operational risk in International Banking.
- Unit 3: Regulations of International Banking Operations
- A) Need for regulation
- B) Problems of Regulation
- C) Role of Bank for International Settlements
- D) Development of Basle Concordats
- Unit 4: Accounting System for I.B. Operations
- A) Forex Dealing regulations FEMA
- B) Nostro , vostro and loro accounts
- C) Accounting for various banking operations
- D) Accounting and disclosures for Forex Derivatives
- E) Accounting problems, analysis of major bank failures Daiwabank , Barings Bank, Lehman Brothers, J.P. Morgan

- 1. MACMILLAN; "International Banking Legal & Regulatory Aspects", Indian Institute of Banking & Finance.
- 2. JORDI Canals; "Universal Banking International Comparisons and Theoretical Perspective", Oxford University, Oxford.
- 3. R. D. Sharma; "International Banking Contemporary Issues", Himalaya Publishing House.
- 4. A.V. RAJWADE, "Foreign Exchange International Finance Risk Management", Academy of Business Study.
- 5. Ian H. Giddy; "Global Financial Markets", A.I.T.B.S. Publishers & Distributors (Regd.)
- 6. MACMILLAN; "International Banking Operations", Indian Institute of Banking & Finance.
- 7. M. K. Lewis and K. T. Davis; "Domestic and International Banking", Heritage Publishers.
- 8. Sarkis J. Khoury; "Recent Developments in International Banking and Finance", Blackwell Publishers.

507: Human Resource Management

Unit-1: Introduction to Human Resource Management, Strategic Human Resource Management: A Framework, Evolution and Environment of HRM, Ethical issues in HRM, International HRM.

Unit-2:HR Procurement: Job analysis and Design, Human Resource Planning, Recruitment, Selection, Orientation, Socialization and Placement

Human Resource Development: Career Planning and Guidance, Employee training, Management Development and Organizational Development

Unit-3:HR Evaluation and Compensation: Performance Evaluation and Job evaluation, Compensation administration, Incentives and Benefits.

HR Maintenance and Motivation: Employee Well-being, Employee Welfare and Social Security, Workers' participation and empowerment, Job rotation.

Unit-4:HR Integration: Industrial Relations, Discipline and Disciplinary actions, Employee Grievances, Industrial Disputes and Collective Bargaining, trade Unions.

- 1. Pravin Durai; Human Resource Management 2/e; Pearson Education.
- 2. Megia, Balkin and Cardy; Managing Human Resources 8/e; Pearson Education.
- 3. Gargy Dessler and Biju Varkkery; Human Resources Management; 11/ePrentice Hall India.
508: Taxation –II (Corporate Tax Planning and Goods and Services Tax)

- Unit 1: Company- Definition, Types of companies, Residential status of company, Taxation of companies (Corporate Tax Rates and Dividend Tax Rates), Tax Planning with reference to financial management decisions – managerial decisions.
- Unit 2 : History of Indirect Taxation, GST concept, Salient features of GST, Benefits of GST, Definitions (Under CGST Act/ SGST Act: aggregate turnover, assessment, business, capital goods, casual taxable person, central tax, cess, composite supply, credit note, Electronic Cash Ledger, Electronic Commerce, Electronic commerce operator, electronic credit ledger, exempt supply, goods, integrated tax, input, input service, input tax, input tax credit, mixed supply, non-taxable supply, non-taxable territory, output tax, outward supply, person, recipient of supply of goods or services or both, reverse charge, services, state tax, Scope of supply, taxable person, taxable supply, taxable territory, union territory tax)
- **Unit 3:** GST and Centre State financial relation, GST council and its functions, Taxable Event or Levy and Collection of GST, Role of Central Board of Excise and Customs, Overview of GST Acts
 - a. The Central Goods and Services Tax Act, 2017
 - b. The Integrated Goods and Services Tax Act, 2017
 - c. The Union Territory Goods and Services Tax Act, 2017
 - d. The Goods and Services Tax (compensation to states) Act, 2017
 - e. The State Goods and Services Tax Act, 2017 (respective state), Exemptions, Broad Idea about Rates of Goods and Services Tax
- **Unit 4:** Concept of supply of Goods and services –Place of supply (Meaning of place of supply, relevant definitions, Need for place of supply, Concept of inter-state and intrastate supply)

Time of supply (Meaning of time of supply, Relevant definitions, Time of supply of Goods (Section 12), Time of supply of services (Section 13) Time of supply of goods and service or both in case of change in rate of tax (Section14)

Value of supply (Meaning of value of supply, relevant definitions, Value of taxable supplies (Section15)

Input Tax Credit (Meaning of input tax credit, relevant definitions, Eligibility for input tax credit (Section 16 of CGST/SGST), conditions for claim of input tax credit)

(Note: Emphasis to be give on practical problems)

REFERENCES:

- 1. Dr Vinod K Singhania and Dr Monica Singhania Corporate Tax Planning and Business Procedures with case studies Taxmann Publications
- 2. Dr M Govindrajan GST A Practical Guide CENTAX Publication PVT LTD

509 EA: International Accounting

Unit-I

(A)INTERNATIONAL ACCOUNTING – AN OVERVIEW

Introduction, Importance of International Accounting, Definition of International Accounting, Scope of International Accounting, Status of International Accounting Education: World Scenario

(B) Introduction of Indian accounting standards (IND AS)

IFRS – meaning, need, status at international level. IND AS – meaning, need and present status in India, frame work for the preparation and presentation of financial statements in accordance with Indian accounting standards.

Unit-II

(A) IND AS - 21 THE EFFECT OF CHANGES IN FOREIGN EXCHANGE RATES(B) ACCOUNTING FOR FOREIGN CURRENCY TRANSACTIONS

Introduction, The need for Translation, Origin of Problem, International Transactions, Forward Exchange Contracts, Foreign Currency Transactions

Unit- III

(A) ACCOUNTING FOR BUSINESS COMBINATIONS AND CONSOLIDATION

Introduction, Definition, Accounting Treatment, combination and Consolidation of Financial Statements, Scope of Consolidated Financial Statements (As per the provisions of IND AS 28, IND AS 103 and IND AS 110)

Unit – IV

(A)International Transfer pricing

Introduction, Evolution of Transfer Pricing, Definition of Transfer Price, Approaches to Transfer Pricing, Objectives of Transfer Pricing, Arm's Length Principle, Transfer Pricing for Intangibles, Services and Cost Sharing Arrangements.

(B) International Taxation

Diversity of International Tax Systems, Taxation of Foreign Source Income and Double Taxation, Tax planning dimensions

References:

- 2. George and giddy; "Handbook of International Finance", Vol. I, II, North Holland
- 3. Shirin Rathore; "International Accounting", Prentice Hall Indian
- 4. Peter Walton, Axel Haller and Bernard Roffournier; "International Accounting", International Thomson Business Press, London, U.K.
- 5. International Accounting, Friederick, D.S. Choi And Gary k. Meek, Pearson Publication.
- 6. International Accounting, Timothy Soupnik and Hector Perera, McGraw Hill International Edition.

Note:

(1) The proportion of practical problems must not be less than 40%

(2)Question from any main unit shall not be set in option of questions from any other main unit or sub unit.

509: EB/ ED: Service Marketing Unit:1 Introduction to Services:

What are services? Why services Marketing? Differences in Goods versusservices Marketing, Services Marketing Mix, The gaps Model of ServiceQuality; Services Search versus Experience versus Credence properties;Meaning and types of service expectations, Factors that influence customerexpectations of service; Customer perceptions; Customer satisfaction; ServiceQuality and Service Encounters.

Unit:2 Service Development and Design:

Relationship Marketing, Impact of Service Failure and Recovery strategies, Challenges of Service Design, Stages in New Service Development, ServiceBlue printing, customer – defined services standards, Physical Evidence and the Service scape.

Unit:3 Delivering and Performing Service:

Employees' Role in Service Delivery; Customers' Roles in Service; DeliveringServices through International and Electronic Channels; Managing Demandand Capacity.

Unit:4 Managing Service Promises:

Integrated Services Marketing Communications; Pricing of services; Financial and Economic Effect of Services; Integrated Gaps Model of Services.

- 1. Valerie A Zeithaml and Mary to Bitner; "Services Marketing", McGraw HillPublishing Co., Ltd.
- 2. Loveluck and Wirtz, "Services Marketing", Pearson Publication

509 EC: Applied Econometrics

Unit: 1 Introduction

Meaning of Econometrics, Methodology of Econometrics, Types of Econometrics, Mathematical Economics vs. Econometrics, Nature and Scope of Econometrics, Nature and Sources of Data For Econometric Analysis, Types of Data, Econometric Modeling: Traditional View of Econometric Modeling, Average Economic Regression, Types of Specification Errors, Consequences of Specification Errors, Tests of Specification Errors, Errors of Measurement, Alternative Econometric Methodologies: Learner's Approach, Hendry's Approach to Model Selection, Selected Diagnostic Tests, Tests of Nonnested Hypothesis: The Discrimination Approach, Discerning Approach.

Unit: 2 General Linear Model:

Concepts of Population Regression Function and Sample Regression Function, The Classical Linear Regression Model, Method of Ordinary Least Squares, Basic Assumptions of OLS and their validity, Properties of Least Squares Estimators, Gauss-Markov Theorem, Two variable Regression Model, Matrix Approach to General Linear Regression Model, Statistical Inference in the Linear Model: Problems of Estimation and Hypothesis Testing in Multiple Regression, Normality Assumption : Classical Normal Linear Regression Model.

Unit: 3 Relaxations of the Assumptions of the Classical Model:

Problems of Multicollinearity, Heteroscedasticity, Autocorrelation, Their Tests of Detection, Consequences, and Remedial Measures, Effect on OLS Estimators and their BLUE Property, Weighted Least Squares, Generalized Least Squares, Autoregressive Models, Estimation of Autoregressive Models: Method of Instrumental Variables, Detecting Autocorrelation in Autoregressive Models: Durbin h Test, Autoregressive Conditional Heteroscedastic Models, Introduction to AR, MA, ARMA, ARIMA and VAR Models, Distributed Lag Models, Koyck and Almond Approaches to estimation of Distributed Lag Models. Regression on Qualitative Variables: Nature of Dummy Variable, Regression on Quantitative and Qualitative Variables, Dummy Dependent Variable, Linear Probability Model and its Estimation, Probit Model and Tobit Model, Logit and Probit Analysis and their Empirical Applications.

Unit: 4 Simultaneous Equation Models:

Nature of Simultaneous Equation Models, Examples of Simultaneous Equation Models, Inconsistency in OLS Estimation: Simultaneous Equation Bias, Identification Problem, Rules of Identification, Rank and Order Conditions, Test of Simultaneity, Tests for Exogeneity, Approaches to Estimation: Recursive Models and OLS, Indirect Least Squares, Two-Stage Least Squares, Empirical Applications of these methods.

- 1. Gujarati D "Basic Econometrics" Mc. Graw Hill
- 2. Ghosh S.K. "Econometrics: Theory and Applications" Prentice Hall of India
- 3. Mehta & Kapoor: "Fundamentals of Econometrics" Himalaya Publishing
- 4. Koutsoyiannis: "Theory of Econometrics" MacMillan Press
- 5. Baltagi B. H. : "A Companion to Theoretical Econometrics" Blackwell Publishing
- 6. Patterson Kerry : "An Introduction to Applied Econometrics: A Time Series Approach" Palgrave
- 7. Wonnacott R. J. & Wonnacott T. H. : "Econometrics" Wiley International
- 8. Rao, Ram Mohan TVS : "Econometric Analysis of Managerial Decisions" OXFORD & IBH Publication.

510 EA: Management Accounting – 2

Unit - I: Capital Budgeting - 1:

Investment Appraisal Techniques:

(a) Technique that recognize Payback of Capital Employed: Payback Period method.

(b) Techniques that use Accounting Profit for Project Evaluation:

(i) Accounting rate of return Method and

(ii) Earning per Share.

(c) Techniques that recognize Time Value of Money:

(i) Net Present value Method;

(ii) Internal Rate of Return Method;

(iii) Net Terminal Value Method;

(iv) Profitability Index method and

(v) Discounted Payback Period Method.

Unit – II: Capital Budgeting - 2:

(A) Risk Analysis in Capital Budgeting: Sources of Risk; Perspectives of risk; Sensitivity analysis or 'what if' analysis; Limitations of sensitivity analysis: Decision tree approach (in theory only).

(B) Capital rationing, inflation, taxation and life cycles: Meaning of 'Capital rationing'; Effect of Inflation and Taxation; Nonannual time periods; Life-cycle determination

Unit – III: Responsibility Accounting:

Introduction; Basic Principles; Centers of Control: Investment centers, Profit centers and cost centers within a responsibility accounting system; Basic Process in Implementation; Responsibility Reporting; Benefits of Responsibility Accounting; Difficulties in Implementation; Methods for measuring divisional performance: Return on Investment Method, Residual Income Method and other measure of divisional performance.

Unit – IV: Transfer Pricing:

Necessity, Transfer Pricing Methods: Pricing at cost; Standard cost plus lump sum; Market Prices; Prorating the overall contribution; Dual Pricing; Negotiated Prices. Benefits of transfer pricing policy and concept of International transfer pricing

Notes:

(1) Practical problems carrying not less than 70% marks shall be asked. This percentage is inclusive of 20% weightage to be given to a multiple choice question divided into 5 sub-questions (at least one sub-question from each Unit shall be asked). The students are required to provide justification for selecting the correct option out of four options given for each MCQ.

(2) Questions from any Unit shall not be set in option of questions from any other Unit.

References:

1. Ravi M. Kishore; "Cost and Management Accounting", Taxmann's Publications.

2. Jawahar Lal; "Advanced Management Accounting", S.Chand Publications.

3. Paresh Shah; "Management Accounting", Oxford Publications.

510 EB/ ED: ENTERPRENURSHIP AND INNOVATION MANAGEMENT

UNIT I -Definitions and Key Concepts -Entrepreneurial motives and basic characteristics -Entrepreneurial functions -Entrepreneurship Results - Capture & development of new ideas - transformation of ideas into business concepts; entrepreneurship eco-system -Sources of Entrepreneurial ideas - Ecosystems and Entrepreneurship –IPR and other legal issues.

UNIT II -Opportunity Recognition - Linking Creativity, Entrepreneurship and Innovation - Opportunities recognition and evaluation for fast development -Incremental, steady development- Sources for Innovation -Introduction -Where do innovations come from- A framework for Looking at Innovation Sources

UNIT III -Funding of business ventures -Conventional Sources for Funding -New Funding Opportunities -Open Funding -Funding in India-Types of Entrepreneurship (I) - Innovation and Social Entrepreneurship –Startup firms (II) - Innovation and Green Entrepreneurship - Innovation and Agricultural Entrepreneurship –Intrapreneurship & Intrapreneurs -Development of intrapreneurial activities -Business Life cycle and Entrepreneurship Vs. real market structures

UNIT IV –Business Models - Idea development - Business Model Canvas - Business Plans - Development of Business Plans - Business Plans' Strengths and Weaknesses-International Entrepreneurship – International Entrepreneurship - Global Markets -Entrepreneurial Strategies and Business Development - New products/services - How to meet consumers' needs - New markets and products/services promotion

REFERENCES

- Innovation management: strategies, concepts and tools for growth and profit 2nd ed. Maital sage 2012
- Innovation management and new product development, 4e Trott, Pearson, 2009
- Managing technology and innovation for competitive advantage 1e Narayanan, Pearson 2006
- Enterprenurship, Robert D Hisrich, Michael P Peters, Mathew Manimala and Dean A. Shepherd, 9th Edition, 2017

510 EC: Applied Multivariate Techniques

Unit: 1 Introduction to Multivariate Analysis:

Multivariate Analysis Defined, Basic Concepts of Multivariate Analysis, Classification of Multivariate Techniques, Guidelines for Multivariate Analyses and Interpretation, A Structured Approach to Multivariate Model Building, Data Examination, Problems of Missing Observations and Outliers, Testing the Assumptions of Multivariate Models, Tools for Multivariate Analysis: Elementary Operations with Matrices and Vectors, Determinant of a Square Matrix, Inverse of a Matrix, Rank and Order of a Matrix, Idempotent Matrices, Special Products of Matrices Orthogonal Vectors and Matrices, Characteristic Roots and Vectors of a Matrix, Eigen Values and Reduction of Matrices, Concomitant Variables, Multidimensional Random Variables, Multivariate Normal Distribution and its properties, Variance-Covariance Matrix, Correlation Matrix.

Unit: 2 Dependence Techniques:

Multiple Regression Analysis, Multiple Discriminant Analysis, Conjoint Analysis, Canonical Correlation Analysis, (All Techniques Without Mathematical Derivations: Only Purpose, Methodology, Procedure, Limitations and Interpretation of Computer Output Of these techniques with the help of various case studies illustrating Practical Applications of these Techniques.)

Unit: 3 Interdependence Techniques:

Factor Analysis, Cluster Analysis, Multidimensional Scaling, Correspondence Analysis, (All Techniques Without Mathematical Derivations: Only Purpose, Methodology, Methods, Procedure, Limitations and Interpretation of Computer Output Of these techniques with the help of various case studies illustrating Practical Applications of these Techniques.)

Unit: 4 Emerging Techniques in Multivariate Analysis:

Structural Equations Modeling, Linear Probability Models; Decomposition Analysis, Data Warehousing and Data Mining, Neural Networks, Data Envelopment Analysis, Resampling; (All techniques Without Mathematical Derivations: Only Introduction, Purpose, Methodology, Methods, Procedure, and Interpretation of Computer Output Of these techniques with the help of various case studies illustrating Practical Applications of these Techniques.)

Note: Case studies on all of the above units indicating practical applications of the topics concerned must be included as a teaching pedagogy.

- 1. Hair, Anderson, Tatham, Black: "Multivariate Data Analysis" Pearson Education
- 2. Johnson and Wichern: "Applied Multivariate Statistical Analysis" Pearson Education
- 3. Morrison Donald : "Multivariate Statistical Methods" Mc. Graw Hill
- 4. Rao C. R. : "Linear Statistical Inference and Its Applications" Wiley Eastern
- 5. Sharma K. R. : "Business Research Methods" National Publishing House
- 6. Zikmund R. A. : "Business Research Methods" PHI

511 EA: International Accounting

Unit-I

(A)INTERNATIONAL ACCOUNTING - AN OVERVIEW

Introduction, Importance of International Accounting, Definition of International Accounting, Scope of International Accounting, Status of International Accounting Education: World Scenario

(B)Introduction of Indian accounting standards (IND AS)

IFRS – meaning, need, status at international level. IND AS – meaning, need and present status in India, frame work for the preparation and presentation of financial statements in accordance with Indian accounting standards.

Unit-II

(A) IND AS - 21 THE EFFECT OF CHANGES IN FOREIGN EXCHANGE RATES

(B) ACCOUNTING FOR FOREIGN CURRENCY TRANSACTIONS

Introduction, The need for Translation, Origin of Problem, International Transactions, Forward Exchange Contracts, Foreign Currency Transactions

Unit- III

ACCOUNTING FOR BUSINESS COMBINATIONS AND CONSOLIDATION

Introduction, Definition, Accounting Treatment, combination and Consolidation of Financial Statements, Scope of Consolidated Financial Statements (As per the provisions of IND AS 28, IND AS 103 and IND AS 110)

Unit – IV

(A)International Transfer pricing

Introduction, Evolution of Transfer Pricing, Definition of Transfer Price, Approaches to Transfer Pricing, Objectives of Transfer Pricing, Arm's Length Principle, Transfer Pricing for Intangibles, Services and Cost Sharing Arrangements.

(B) International Taxation

Diversity of International Tax Systems, Taxation of Foreign Source Income and Double Taxation, Tax planning dimensions

References:

- 1. George and giddy; "Handbook of International Finance", Vol. I, II, North Holland
- 2. Shirin Rathore; "International Accounting", Prentice Hall Indian
- 3. Peter Walton, Axel Haller and Bernard Roffournier; "International Accounting", International Thomson Business Press, London, U.K.
- 4. International Accounting, Friederick, D.S. Choi And Gary k. Meek, Pearson Publication.
- 5. International Accounting, Timothy Soupnik and Hector Perera, McGraw Hill International Edition.

Note:

(1) The proportion of practical problems must not be less than 40%

(2)Question from any main unit shall not be set in option of questions from any other main unit or sub unit.

511: EB/ ED: Service Marketing Unit:1 Introduction to Services:

What are services? Why services Marketing? Differences in Goods versusservices Marketing, Services Marketing Mix, The gaps Model of ServiceQuality; Services Search versus Experience versus Credence properties;Meaning and types of service expectations, Factors that influence customerexpectations of service; Customer perceptions; Customer satisfaction; ServiceQuality and Service Encounters.

Unit:2 Service Development and Design:

Relationship Marketing, Impact of Service Failure and Recovery strategies, Challenges of Service Design, Stages in New Service Development, ServiceBlue printing, customer – defined services standards, Physical Evidence and the Service scape.

Unit:3 Delivering and Performing Service:

Employees' Role in Service Delivery; Customers' Roles in Service; DeliveringServices through International and Electronic Channels; Managing Demandand Capacity.

Unit:4 Managing Service Promises:

Integrated Services Marketing Communications; Pricing of services; Financial and Economic Effect of Services; Integrated Gaps Model of Services.

- 1. Valerie A Zeithaml and Mary to Bitner; "Services Marketing", McGraw HillPublishing Co., Ltd.
- 2. Loveluck and Wirtz, "Services Marketing", Pearson Publication

511 EC: Applied Econometrics

Unit: 1 Introduction

Meaning of Econometrics, Methodology of Econometrics, Types of Econometrics, Mathematical Economics vs. Econometrics, Nature and Scope of Econometrics, Nature and Sources of Data For Econometric Analysis, Types of Data, Econometric Modeling: Traditional View of Econometric Modeling, Average Economic Regression, Types of Specification Errors, Consequences of Specification Errors, Tests of Specification Errors, Errors of Measurement, Alternative Econometric Methodologies: Learner's Approach, Hendry's Approach to Model Selection, Selected Diagnostic Tests, Tests of Nonnested Hypothesis: The Discrimination Approach, Discerning Approach.

Unit: 2 General Linear Model:

Concepts of Population Regression Function and Sample Regression Function, The Classical Linear Regression Model, Method of Ordinary Least Squares, Basic Assumptions of OLS and their validity, Properties of Least Squares Estimators, Gauss-Markov Theorem, Two variable Regression Model, Matrix Approach to General Linear Regression Model, Statistical Inference in the Linear Model: Problems of Estimation and Hypothesis Testing in Multiple Regression, Normality Assumption : Classical Normal Linear Regression Model.

Unit: 3 Relaxations of the Assumptions of the Classical Model:

Problems of Multicollinearity, Heteroscedasticity, Autocorrelation, Their Tests of Detection, Consequences, and Remedial Measures, Effect on OLS Estimators and their BLUE Property, Weighted Least Squares, Generalized Least Squares, Autoregressive Models, Estimation of Autoregressive Models: Method of Instrumental Variables, Detecting Autocorrelation in Autoregressive Models: Durbin h Test, Autoregressive Conditional Heteroscedastic Models, Introduction to AR, MA, ARMA, ARIMA and VAR Models, Distributed Lag Models, Koyck and Almond Approaches to estimation of Distributed Lag Models. Regression on Qualitative Variables: Nature of Dummy Variable, Regression on Quantitative and Qualitative Variables, Dummy Dependent Variable, Linear Probability Model and its Estimation, Probit Model and Tobit Model, Logit and Probit Analysis and their Empirical Applications.

Unit: 4 Simultaneous Equation Models:

Nature of Simultaneous Equation Models, Examples of Simultaneous Equation Models, Inconsistency in OLS Estimation: Simultaneous Equation Bias, Identification Problem, Rules of Identification, Rank and Order Conditions, Test of Simultaneity, Tests for Exogeneity, Approaches to Estimation: Recursive Models and OLS, Indirect Least Squares, Two-Stage Least Squares, Empirical Applications of these methods.

- 1. Gujarati D "Basic Econometrics" Mc. Graw Hill
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- 4. Koutsoyiannis: "Theory of Econometrics" MacMillan Press
- 5. Baltagi B. H. : "A Companion to Theoretical Econometrics" Blackwell Publishing
- 6. Patterson Kerry : "An Introduction to Applied Econometrics: A Time Series Approach" Palgrave
- 7. Wonnacott R. J. & Wonnacott T. H. : "Econometrics" Wiley International
- 8. Rao, Ram Mohan TVS : "Econometric Analysis of Managerial Decisions" OXFORD & IBH Publication.

512 EA: Management Accounting – 2

Unit – I: Capital Budgeting - 1:

Investment Appraisal Techniques:

- (a) Technique that recognize Payback of Capital Employed: Payback Period method.
- (b) Techniques that use Accounting Profit for Project Evaluation:
- (i) Accounting rate of return Method and
- (ii) Earning per Share.
- (c) Techniques that recognize Time Value of Money:
- (i) Net Present value Method;
- (ii) Internal Rate of Return Method;
- (iii) Net Terminal Value Method;
- (iv) Profitability Index method and
- (v) Discounted Payback Period Method.

Unit – II: Capital Budgeting - 2:

(A) Risk Analysis in Capital Budgeting: Sources of Risk; Perspectives of risk; Sensitivity analysis or 'what if' analysis; Limitations of sensitivity analysis: Decision tree approach (in theory only).

(B) Capital rationing, inflation, taxation and life cycles: Meaning of 'Capital rationing'; Effect of Inflation and Taxation; Nonannual time periods; Life-cycle determination

Unit – III: Responsibility Accounting:

Introduction; Basic Principles; Centers of Control: Investment centers, Profit centers and cost centers within a responsibility accounting system; Basic Process in Implementation; Responsibility Reporting; Benefits of Responsibility Accounting; Difficulties in Implementation; Methods for measuring divisional performance: Return on Investment Method, Residual Income Method and other measure of divisional performance.

Unit – IV: Transfer Pricing:

Necessity, Transfer Pricing Methods: Pricing at cost; Standard cost plus lump sum; Market Prices; Prorating the overall contribution; Dual Pricing; Negotiated Prices. Benefits of transfer pricing policy and concept of International transfer pricing

Notes:

(1) Practical problems carrying not less than 70% marks shall be asked. This percentage is inclusive of 20% weightage to be given to a multiple choice question divided into 5 sub-questions (at least one sub-question from each Unit shall be asked). The students are required to provide justification for selecting the correct option out of four options given for each MCQ.

(2) Questions from any Unit shall not be set in option of questions from any other Unit.

- 1. Ravi M. Kishore; "Cost and Management Accounting", Taxmann's Publications.
- 2. Jawahar Lal; "Advanced Management Accounting", S.Chand Publications.
- 3. Paresh Shah; "Management Accounting", Oxford Publications.

512 EB/ ED: ENTERPRENURSHIP AND INNOVATION MANAGEMENT

UNIT I -Definitions and Key Concepts -Entrepreneurial motives and basic characteristics -Entrepreneurial functions -Entrepreneurship Results - Capture & development of new ideas - transformation of ideas into business concepts; entrepreneurship eco-system -Sources of Entrepreneurial ideas - Ecosystems and Entrepreneurship –IPR and other legal issues.

UNIT II -Opportunity Recognition - Linking Creativity, Entrepreneurship and Innovation - Opportunities recognition and evaluation for fast development -Incremental, steady development- Sources for Innovation -Introduction -Where do innovations come from- A framework for Looking at Innovation Sources

UNIT III -Funding of business ventures -Conventional Sources for Funding -New Funding Opportunities -Open Funding -Funding in India-Types of Entrepreneurship (I) - Innovation and Social Entrepreneurship –Startup firms (II) - Innovation and Green Entrepreneurship - Innovation and Agricultural Entrepreneurship –Intrapreneurship & Intrapreneurs -Development of intrapreneurial activities -Business Life cycle and Entrepreneurship Vs. real market structures

UNIT IV –Business Models - Idea development - Business Model Canvas - Business Plans - Development of Business Plans - Business Plans' Strengths and Weaknesses-International Entrepreneurship – International Entrepreneurship - Global Markets -Entrepreneurial Strategies and Business Development - New products/services - How to meet consumers' needs - New markets and products/services promotion

REFERENCES

- Innovation management: strategies, concepts and tools for growth and profit 2nd ed. Maital sage 2012
- Innovation management and new product development, 4e Trott, Pearson, 2009
- Managing technology and innovation for competitive advantage 1e Narayanan, Pearson 2006
- Enterprenurship, Robert D Hisrich, Michael P Peters, Mathew Manimala and Dean A. Shepherd, 9th Edition, 2017

512 EC: Applied Multivaritate Techniques

Unit: 1 Introduction to Multivariate Analysis:

Multivariate Analysis Defined, Basic Concepts of Multivariate Analysis, Classification of Multivariate Techniques, Guidelines for Multivariate Analyses and Interpretation, A Structured Approach to Multivariate Model Building, Data Examination, Problems of Missing Observations and Outliers, Testing the Assumptions of Multivariate Models, Tools for Multivariate Analysis: Elementary Operations with Matrices and Vectors, Determinant of a Square Matrix, Inverse of a Matrix, Rank and Order of a Matrix, Idempotent Matrices, Special Products of Matrices Orthogonal Vectors and Matrices, Characteristic Roots and Vectors of a Matrix, Eigen Values and Reduction of Matrices, Concomitant Variables, Multidimensional Random Variables, Multivariate Normal Distribution and its properties, Variance-Covariance Matrix, Correlation Matrix.

Unit: 2 Dependence Techniques:

Multiple Regression Analysis, Multiple Discriminant Analysis, Conjoint Analysis, Canonical Correlation Analysis, (All Techniques Without Mathematical Derivations: Only Purpose, Methodology, Procedure, Limitations and Interpretation of Computer Output Of these techniques with the help of various case studies illustrating Practical Applications of these Techniques.)

Unit: 3 Interdependence Techniques:

Factor Analysis, Cluster Analysis, Multidimensional Scaling, Correspondence Analysis, (All Techniques Without Mathematical Derivations: Only Purpose, Methodology, Methods, Procedure, Limitations and Interpretation of Computer Output Of these techniques with the help of various case studies illustrating Practical Applications of these Techniques.)

Unit: 4 Emerging Techniques in Multivariate Analysis:

Structural Equations Modeling, Linear Probability Models; Decomposition Analysis, Data Warehousing and Data Mining, Neural Networks, Data Envelopment Analysis, Resampling; (All techniques Without Mathematical Derivations: Only Introduction, Purpose, Methodology, Methods, Procedure, and Interpretation of Computer Output Of these techniques with the help of various case studies illustrating Practical Applications of these Techniques.)

Note: Case studies on all of the above units indicating practical applications of the topics concerned must be included as a teaching pedagogy.

References:

1. Hair, Anderson, Tatham, Black: "Multivariate Data Analysis" Pearson Education 2. Johnson and Wichern: "Applied Multivariate Statistical Analysis" Pearson Education

3. Morrison Donald : "Multivariate Statistical Methods" Mc. Graw Hill

4. Rao C. R. : "Linear Statistical Inference and Its Applications" Wiley Eastern

5. Sharma K. R. : "Business Research Methods" National Publishing House

6. Zikmund R. A. : "Business Research Methods" PHI